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Still Thrilled by the Future


AND OTHER COMMENTS ON
THE MODERN SCENE

by
JOSEPH T. MACKEY

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“JTM”

ONE OF THE most fascinating modern gadgets is the “teletouch.” It is a device used for evening display in department store show windows. The windows remain dark until a passing pedestrian intercepts a beam. Instantly the lights come on. When the pedestrian passes beyond the range of the ray, the windows darken.

Some people have personalities that produce much the same sort of effect when they come into a room. We are lighted up by them. Before they come we may be depressed, discouraged, disconsolate. Or we may just be tired. But when an inspiring person greets us, new life seems to flow into us and brightness replaces darkness.

Joseph T. Mackey is one of those persons blessed with “teletouch” magic. The fates didn’t endow him with material wealth at the start, but they did give him something worth much more. From the time he earned a living selling newspapers and ferry tickets and doing odd jobs where he could find them, he has been searching eagerly for “the best way” of doing things.

When he was an office boy in the early days of the Linotype he knew instinctively it was his job to make the work of his superiors easier. He tried to do what he could without orders, and when orders were given he obeyed them quickly and efficiently. That's how he got experience. He was entrusted with tasks of all sorts. Eventually, when there was "trouble shooting" to do, the officers would say, "Let Mackey do it." That sort of training made him acquainted with all departments inside and enriched him with observations of the outside world that now find expression not only in his daily work but in the leading editorials in *SHINING LINES* which carry his signature.

That little publication was started because JTM wanted to establish with his fellow executives in the printing and publishing fields the same friendly, helpful, neighborly relationship he maintains with members of his own organization. It is a sort of personal letter from JTM and his associates at headquarters to printers and publishers whom he looks upon as mental partners.

This book, which contains some of JTM's editorials, offers no world shaking ideas. You'll find nothing startling. All that the author of them asks is that they may possibly serve, like the intercepted "teletouch" ray, to cause the lights to flare up in your mind and illuminate your own fine store of ideas, some of which you may not know you possessed. You may even be further inspired in the sharing of those ideas with others for the common good.

It is the hope of the Linotype Company that this book will bring you much pleasure.

THOMAS DREIER,
Editor, SHINING LINES

STILL THRILLED BY THE FUTURE



I

STILL THRILLED BY THE FUTURE

WE PERSIST IN thinking that the future, which looks dark to some of our friends, offers countless thrilling adventures to all of us, especially to those of the younger generation. Any one who predicts that progress is at an end is likely to provoke the pitying smiles of the youngsters of tomorrow.

The brilliant research expert and noted biologist, Dr. Royal N. Chapman, who at present is head of the pineapple research department in Hawaii, told his students in a lecture at the University of Hawaii about some of the amusing predictions made fifty-odd years ago by men who should have known better.

There was M. Piermez, a Belgian banker who, around 1880, said: "It is not likely that there will be again an economic progress comparable to that by which this century has changed the face of the world." And C. D. Wright, in his first report as commissioner of labor of the United States in 1886, surveyed the condition of the world. He said all the railroads and canals needed had been built,

a sufficient network of international communication established, the merchant marine perfected; and then he added that all society had to do was to settle down and enjoy what had been accomplished, because the next fifty years would see no advance equal to the previous fifty years. Dr. A. A. Noyes, another leader of thought, said that the physical sciences, physics and chemistry, also seemed to have reached a stationary condition.

Dr. Chapman chuckled a bit in his quiet way when in his lecture he quoted the remarks of the oldsters, and then asked his hearers to imagine an assemblage of young people in 1886 listening to a symposium on "Educate Yourself for the Next Half Century" by the authorities just quoted and others like them.

In that imaginary audience Dr. Chapman placed Thomas Edison, aged 39; Albert Michelson, 34; Henry Ford, 23; Charles P. Steinmetz, 21; Thomas Morgan, 20; Robert A. Millikan, 18; Madame Curie, 19; Orville Wright, 15; Guglielmo Marconi, 12; Charles Kettering, 10; Albert Einstein, 7; Irving Langmuir, 5. The two distinguished Compton brothers had not yet been born.

Suppose those young people had taken the advice of the oldsters and had decided that the world's work was finished. It seems absurd to us now. You know what Edison and Ford did. The Curies discovered radium twelve years later. Thirteen years later Marconi, forgetting that the world had an "adequate network of communication" established in 1886, sent the first wireless message across the English Channel, and sixteen years later (three years after the English Channel success) his wirelessly words crossed the Atlantic. Seventeen years later the Wrights, as you remember, did something about airplanes, forgetting that "all transportation problems had

been solved.” And of course we all know what Steinmetz did in the realm of electricity, and what Kettering has done for automotives.

The most needed men are those creative optimists who face the future with courage and intelligence, not the pessimistic drippers of tears who beat their breasts and spread ashes on their heads.

Big businesses will be created by young men not yet born, based on ideas not yet brought to light. All present businesses will change. Many will be wiped out. The fit will survive and the unfit will perish, according to adaptability to environment.

Hidden in the great universe is an inexhaustible supply of all that is needed to fill the wants of men. Men of ability, blessed with Open Sesame magic, seeking for what is best, will bring forth riches of which today we do not even dream. We live in a world of adventure.

The bombs of war may explode and their reverberations may be heard around the world. But their effects are insignificant and temporary compared with the changes that will be wrought by an idea which some quiet scientist, hidden away in a study or laboratory, is patiently developing.

Let us waste no time entertaining negative thoughts about the future. Each day is the beginning of a new era of progress. Manna constantly falls for those who see it, nourishing them as they press onward. Eventually they find the promised land and after them come the millions who will share the riches they have discovered.



II

WHY, IT'S A REAL SWORD!

WHEN HE WAS a boy of twelve George Eberhard's face was pressed against the window of his home and he was looking disconsolately at his friends who were playing they were soldiers. They marched up and down the village street, their commander, armed with a sword that was a lath covered with tinfoil.

George had always been the leader of the boys. In the past when the boys played that they were warriors, he had been the general. But this time when the urge to go to war struck them, George was visiting relatives out of town. When he returned another was in command. He tried to talk them into letting him have his leadership back. They told him he could be a private, but as for being general this time—well they had a general with a sword. They showed George the lath covered with tinfoil. He had no argument powerful enough to overcome that.

Refusing to be a private in an army he felt he should command by reason of the fact that he had always bossed the boys in the past,

he went slowly home and watched the drilling with his face pressed against the window pane.

His problem was to get command of that army. How could it be done? The general outside saw George and waved his lath sword mockingly at him.

George was downhearted. Suddenly his eyes lit up. He had an idea. Rushing to his father he said, "Dad, will you let me borrow your Knights of Pythias sword?"

"What do you want it for?" asked his father. George explained that with that sword he could become commander of the army.

"How do you know you can?" asked the curious father. "Did the boys tell you you could?"

"No," replied George. "But I know those kids. They'll make me general as soon as I walk out there because *this is a real sword*."

The boy, with the glittering sword of shining metal in his hand, walked to the edge of the sidewalk just when the army was marching by. He lifted the sword into the air and silently stood there.

The army, including the general and other officers, took one look at George and his Knights of Pythias sword, gave a loud shout, broke ranks instantly, crowded around with questions—and a minute or two later George's dad, watching from the window, saw his son, armed with a real sword, leading his army and barking commands with all the assurance of a budding West Pointer.

George was a creative thinker with a knowledge of human nature. Instinctively he knew the magical commanding power of symbols.

A lath covered with tinfoil was a symbol. To the boys who surrendered to its owner and elected him general, it was a symbol of strength and its owner was the man best equipped to be the leader.

But George knew that a real sword made of steel was a more powerful symbol than a lath covered with tinfoil. For the purpose of being waved in the air by the commander the covered lath was as useful as a real sword. But it didn't mean as much. As a symbol it was less powerful. The real sword suggested more. Its real power was not in the sword itself so much as in what the boys thought about it. All they had read about knights with swords, leaped into their minds. They followed willingly the imitation sword until a commander with a real sword appeared.

What happened on that village street has happened in one form or another from the beginnings of time. The individuals and groups with the most powerful symbols have always taken command.

That is what happened when the Linotype was invented. For four hundred years, ever since Gutenberg invented movable types, the printers and publishers of the world had followed willingly the command of movable types. There was nothing better for them to follow.

But when the Linotype came, with its shining lines of solid metal, enabling one workman to do the work previously done by five or six men, right then the reign of individual types began to decline.

For more than fifty years our Company has held the position of leadership won in those early days because it became a symbol of something infinitely greater than the machine itself. Our name became a familiar term among all the printers of the world. It was, it is true, the name of a certain machine, but, as the company that made it grew, it began to mean more. It was a symbol for a service that gave to printers and publishers a security they had never possessed before.



III

“I PUSH HER UP TO FIFTEEN”

SAM BLACKWOOD who runs the Bethel Inn at Bethel, Maine, tells about one of the local citizens who still chugs about in a 1913 flivver. Many attempts have been made to persuade him to trade in his antique and get a new car.

“You can go much faster in a new car,” they tell him.

“I can go as fast as I want to go now,” he answers.

“How fast do you go?”

“Usually,” he answers, “I go along about 9 or 10 miles an hour, but if I’m in a hell of a hurry I push her up to 15.”

Well, no one can quarrel with a man who wants to go the slow pace. That’s his business—unless he clogs up a busy highway.

But there’s no reason why we shouldn’t try to show people who are satisfied with antiquated machines how much more satisfaction and how much bigger profits they might acquire.

Too many printers and publishers are like the Maine motorist. There are some who actually boast of the age of their presses and

Linotypes. They look with affection upon their antiques. Then they sigh and express their inability to understand why young, hustling, modern competitors are taking away their customers.

Up in Connecticut a manufacturer of springs or some such thing installed \$200,000 worth of automatic machines. Business fell off and those machines were never used. Only one year later business came back and every one of those unused machines was taken out and still newer machines erected. When asked why they did such an apparently foolish and wasteful thing, the manager said, "Machines developed within a year are so much faster and do so much better work that we simply cannot afford not to use them."

It was easy for them to prove conclusively that the saving on labor costs alone more than paid the additional cost of new machines.

But that was not all. Their new machines enabled them to be far ahead of competitors who operated antiquated machines—or even machines no more than a year or two old.

One reason why so many young firms achieve success is because they start operating without the handicap of worn out equipment. Youth is attracted to youth, so young men buy new equipment. It is a natural expression of those who are growing.

It may be set down as a truism that those who hold on to old equipment like a dog to a root are old people. They are old in their thinking, no matter what years they total up on their birthdays. They even have white whiskers on their minds.

They are content to chug along at fifteen miles an hour. That speed is fast enough for them. But while they are contenting themselves with slow speed, some competitor in a modern car has whirled past them and has started to deliver the order they went out to get.



IV

GIVE YOUTH WHAT BELONGS TO IT!

WE KNOW OF a manufacturing company that at one time was at the top in its field. It had a good national reputation. Unfortunately the man who started it and built it up lived too long. He was still president and in active charge at the age of eighty-three. For twenty years the business had been slipping. It was only due to its vitality that it survived so long.

The president should have become chairman of the board a quarter of a century before he died. The active executive should have been a younger president. The old president had old associates and rather prided himself on being able to get along without youngsters. He boasted that he was still able to show young men a few things.

Of course the spirit of the old gentleman was admirable. It is always delightful to see an old man who refuses to surrender to the infirmities of old age. We got a thrill recently when we read of a New Yorker in his nineties who sailed for Switzerland to indulge in his favorite sport of figure skating. Old folks who refuse to be

crowded into a corner to twiddle their thumbs are fortunate. But that does not mean that old men should not get out of the way of young men in business organizations.

Any head of a business who does not take account of youth is short-sighted. We are most familiar with what is going on in the printing and publishing field. We who are in the fifties or even forties are watching our contemporaries ease up, retire, or drop by the wayside, while a new crop comes along into positions of responsibility. All this is natural.

Our own policy is to add a certain number of young men to our organization at regular intervals. Younger men are playing the part of understudies so that eventually they will step into the chief executive positions. Out in the field, we follow the same policy. Young salesmen are being added as rapidly as practicable.

For years we have employed research experts in our manufacturing department whose task it is to seek everywhere for new ideas and new materials which will make Linotypes better. In the same way we work diligently to keep our organization young by searching for bright young men capable of carrying on the Linotype tradition.

We have interested ourselves in educational movements and institutions devoted to the training of printers and newspaper men. Our people have traveled thousands of miles to give talks to trade and school gatherings, all for the purpose of raising standards and helping young men visualize a finer future.

The only right Youth wants is the right to be useful, but it is up to us oldsters to help Youth get its opportunities. We oldsters have two duties: First, to train the younger men to take over our work and do it still better; second, get out of their way at the right time.



V

FILLING A COUNTRY WOODBOX

IN AN OLD farmhouse a big woodbox was built at the side of the huge fireplace chimney in which to keep wood either for a fireplace or the wood-burning kitchen stove. Ten baskets of wood fill it.

During the past summer two different men have had the job of keeping the kitchen supplied with wood. The first man brought in wood only when he was asked to do so by his wife, the cook. Usually she had to call him from some other task. He would bring in one armful, toss it down, and say, "There, I guess that will hold you until I get around to bringing in more." The kitchen workers would then have to reach far down into the box to get what they needed.

A more sensible system was used by the second man. First of all he had the woodbox thoroughly cleaned. The bark that had accumulated at the bottom was taken out and burned. Then he brought in basketload after basketload until the box was filled. Then he merely kept it filled, bringing in no more than one or two loads at a time.

Should the second man be busy at other work, or absent for sev-

eral days, the kitchen workers do not have to worry about their supply of stove wood. They always have more than they need. There's a reserve supply on hand.

The two men represent the people of the world. There are those who are improvident, who live from hand-to-mouth, who never think ahead, who cannot even think in terms of building up reserves, who make no savings, whose work is always crowding them, who are hard workers because they are bad planners.

Then there are the people with forethought. They think ahead. They plan to make their work easier. They work hard to build up reserves so that they are prepared for emergencies. They are like the wise farmers who work hard during the growing season to provide food with which to stock the cellars.

We are always a bit suspicious of people who talk about being overworked. Overwork is usually the result of inefficiency and inefficiency is the result of sloppy thinking. The first man, who never kept the woodbox filled, was always rushing hither and yon. He was the busiest person. Anyone seeing him moving about would be tempted to exclaim, "There's a real worker. Watch him hustle around." The fact is he was no good at all and had to be discharged for his utter incompetence.

Not always does great activity result in great accomplishment.

Let us all clean out the woodbox of our business and fill it to the top with what we need. The time to do the hard work is right now. Let us get our equipment in shape, our supplies where they can be handled efficiently, and then go to more important tasks with minds that are free to be concentrated on what is most profitable.

Let us start, no matter what our jobs, with a full woodbox.



VI

SHOULD A LEADER BE A WORKING EXECUTIVE?

THE OLDER I grow the surer I am that the real leader of a great enterprise should not be an executive who concerns himself too much with the mechanics of management.

What happens when a head of a business keeps his hands on details is that eventually the business slumps. It goes down because the man who should be free to do the big creative thinking is too busy shuffling papers and putting on a show as one who earns his salary by activity.

Probably the head would be infinitely more valuable if he specialized in the too seldom practiced art of thinking. One of the richest and most successful business men we know says he never really got anywhere until he began to travel.

He couldn't travel until he had developed men capable of running his business during his absence. So, his first job was to think about making himself unneeded day by day. At first he took short trips, a day or so at a time. He made his associates think that the re-

sponsibility was theirs, not his. He let them make decisions. When they made mistakes, as they did, he did not go on a rampage. He acted the part of a teacher whose job was not to punish but to help his pupils grow self-reliant and efficient.

When he went away from his office, this man began looking for ideas. He saw his own business in perspective. He studied other businesses, not all of them in his own field. He asked innumerable questions. He began writing what he learned to his men back on the job. That compelled him to think more clearly. Eventually he became a sort of power house that energized the people in the home office with inspiration and information.

No one ever questioned his value to the business. His men knew that he was their superior because his ideas were the winning ideas. They became expectant, looking forward to the arrival of the mental loot gathered up by the Big Boss on his wanderings. A few of them, working in a narrower field, then began to imitate him. That is, they, too, started to hunt outside and inside for ideas that would bring about improvement. The business became a sort of college.

President Ernest Martin Hopkins of Dartmouth tells how surprised he was once when traveling on a train with former President Tucker of the same college to hear the old man say, "I'm going over to another seat to think." And that's what he did. For an hour he sat there in silence, his mind concentrated on some problem, apparently unconscious of what was going on about him. That was the first time Mr. Hopkins had seen a man actually making a business of thinking.

Many a printing plant and newspaper business would become infinitely more prosperous if there were more long-distance thinkers

using more foresight. There are too many improvisers, too many opportunists. Changes are made without actually knowing what effect they will have on other departments. There is too much carelessly produced activity—too many last-minute decisions made without relating their effect to the effect on the business as a whole.

The wise head of a business hires a chauffeur to drive his car—and he uses his associates in his office and plant in much the same way. He sits in the back seat and directs where the car shall go, but he doesn't waste his time and energy turning corners or watching traffic lights and stop signs. That job, important as it is, is not important enough for him. His job is to be thinking about what he's going to do when he arrives at his next destination.



VII

ONE OF THE GREATEST PARTNERSHIPS

ALL OF US who are building businesses must interest ourselves in setting and maintaining prices that will yield a fair profit. Unless we make such profits our businesses cannot survive. Cutting prices is a blood-letting operation. Even the healthiest, huskiest man can stand only so much of it.

I do not mean to imply that there should always be identical prices for similar articles. The producer who takes advantage of every modern production facility and follows up-to-date business methods would undoubtedly enjoy a lower cost basis than one who attempts to carry on with less efficient production units and business methods. Thus there would exist an inherent difference in business operations leading to justifiably lower prices in the case of one of the two products, even where prices are based on an all-inclusive operating cost. This is as it should be.

The all-important thing is to build prices on a known cost basis to include as a part of that price a reasonable investment return, and

then to be able to maintain the prices so determined. This is the factor that deserves whole-hearted support on the part of the general buying public.

Buyers ought then to be willing to respect those prices. If they do not, they must not be surprised if they are met with demands from those whom *they* serve to lower *their* prices regardless of cost.

Again the vicious circle will appear, profits will be affected, purchasing power will be lowered and employment reduced.

If this partnership could be formed, if mutual confidence could be built up again, general purchasing power would automatically and naturally increase. Unemployment would then disappear, better wages would be paid and prices—where volume justified it—would be lowered. All would benefit.

The wretched disease of social ferment, now altogether too prevalent the world over, might be cured, human relations bettered and improvement made in the whole social structure. What an opportunity for the doing of good exists in the offing!

The greatest partnership is that of buyer and seller working together harmoniously and with perfect faith in the service of the public as a whole. It isn't the price charged that is of first importance. Actually, a seemingly low price may be the highest price. It is only when the price and the service are compared that the true value is revealed. Purchasers must learn that fact. But they cannot learn it unless they are given encouragement by wise producers and sellers who have high standards, who know their costs, who are interested in paying their workmen decent wages, and who concern themselves not with the immediate sale, but with the building up of a business that will survive and serve through the years.



VIII

WHY NOT DEVELOP A RESPECT FOR FAIR PRICES?

THE APPARENT DISREGARD for established prices on the part of the public is one of the powerful factors in retarding the return of general purchasing power. It is also true that oftentimes too much emphasis is placed on prices and not enough on the quality of products; not enough on what it costs to make products nor of the high proportion that labor represents in such costs. Manufacturers and merchants must share part of the blame. When the bottom dropped out of business after 1929 and spending money became scarce, advertisers began telling customers about the *quantity* of this or that which they might buy for little cash.

There may have been some excuse for that sort of merchandising at the time. The trouble is that it did not remain a temporary expedient to fit the times. It became a habit. Not only did it become a habit in the retail field, but it also spread to the capital goods industries where quality and not quantity always should have held first place. Buyers, responding to the bargain attractions in retail

fields, began to demand bargains in those machines whose long life, quality of service and usefulness depend wholly upon the high quality of the materials and workmanship that goes into them.

Some producers and sellers, undoubtedly without tested standards, listened to the demand for cheapness and lower prices. To meet this situation, they naturally also had to seek cut prices. This affected the materials market and undoubtedly had its effect upon labor. Obviously, producers who surrendered to demands for cheap prices on their products were forced to pay lower wages to their workers. This would be particularly true where labor is the dominant factor in cost, which is generally the case. That weakened the purchasing power of the workers. They could buy less. They also had to demand cheapness. The result was a vicious circle that made victims of millions.

Where producers, in the interests of their customers, render a constant service and, through their research, are continually passing on the benefits resulting from the expensive experiments and developments, they cannot compete in price with inferior equipment. This is equally true with parts or supplies that are pirated and distributed by unscrupulous producers and sellers, whose only interest is in making the sale and who are unconcerned with the interests of the purchaser after the transaction had been closed—or of the general interest.

What is needed is a wise partnership of buyers and sellers. There should be a mistrust—and rightly so—of the seller who quotes low merely as a wedge to “get in.” Sellers should fix their prices on a known basis of all-inclusive operating costs, plus a reasonable return on their investment—and then adhere to those prices.



IX

BIG CIGARS FOR BIG MONEY

PERHAPS THE GREATEST mistake most of us make is in forming the habit of thinking small thoughts. We lack faith. We fail to remember that the supply of good is unlimited. Those capable of making effective use of ideas or materials usually get them. One of the most successful manufacturers in the country got a job in an old fashioned plant shortly after he was graduated from Amherst. He was without experience in business, but he was open-minded and began looking about for new ideas. The Taylor efficiency system was just then attracting much attention. This young man began to persuade his superiors to try out some of the new ideas in their plant. Such success followed that the young man got an idea that has since made him rich.

“I don’t need money,” he said to himself. “All I need is the ability to manage properties so that they will make a profit. But I won’t do the work as a mere hired man. I’ll go to banks that have losing businesses on their hands and offer to take them over, paying for them

out of profits. Eventually I'll pay off the banks, which will satisfy them, and the businesses will be mine."

He started with one small plant in a little country town. He made such a success of it that other plants were offered him. He took his time and built up a management organization of his own. Today he is a national advertiser, owns ten great manufacturing plants, and is recognized as a leader in his field. All he did was to make his form of management a magnet. With an idea he reached into the unlimited field of possibilities and dragged out millions of dollars.

Usually his associates are against him when he buys a new plant. They want to leave well enough alone. He chuckles at that. They are sure each time that by taking on more work he will ruin everything. They simply lack vision and courage. He has both. He dares to think in terms that fill them with fear.

Our own Harry Porte, Pacific Coast Manager, tells about a cigar salesman who was taught to think in bigger terms by Billy Love, then manager of the Thornton Hotel at Butte, Montana. This salesman had been making many small sales, averaging no more than \$75.

"Have you any cigars that retail for \$1!" asked Billy Love.

"Yes," gulped the salesman. From the bottom of a sample case he dug out a long cigar, covered with gold foil with a multi-colored band. He had never expected to sell any of that brand.

"What's the price?" asked Love. The salesman thumbled the price list and replied, "Fifty cigars for \$40."

"How much for 5,000?"

That stumped the salesman. He said he'd have to telegraph his house. The next morning he received a wire that ran something like this: "Price for 5,000 cigars to retail for \$1 is \$3,250. Who wants

to know? Get all the money or half of it in advance if someone isn't kidding you. This company doesn't tolerate drinking. Explain by letter."

The salesman handed the wire to Mr. Love who made out a check for \$2,500. After thanking him profusely, the salesman started to go.

"Wait a minute, youngster," commanded the customer. "I want to order some cigars to sell two-for-a-quarter, and some that sell for two bits." Mr. Love then bought an additional lot that amounted to something over \$1,200.

The salesman also got a lecture in salesmanship from Mr. Love. He was told to show his high-priced lines first. "Expect your customers to want the best," he counselled. "Always assume the best is none too good for them. You'll be surprised to find that they'll do business with you on that basis. You can always drop down if you have to. But start at the top."

If more of our leaders would spend less of their time damning conditions they think wrong and more of their time in work expressive of a greater faith in the future of our country, both they and the country would be more prosperous. They go about with nickel cigar thoughts when they should be thinking in terms of dollar cigars. Thoughts are magnets. They attract the kind of people, ideas, orders, promotions, honors, rewards that belong to them. It is the thinker of big thoughts who creates big businesses. No others can accomplish that result.

Our own business is great nationally because our leaders have persisted in thinking internationally. The best is none too good even for the smallest shop in the smallest town in the remotest nation.



X

FIGHTING FIRE WITH FIRE

“ONE MUST FIGHT fire with fire” is an old expression that too often is accepted as a well-rounded truth. There are times, of course, when fire must be used to fight fire because there is nothing better available at the time. Prairie fires and forest fires have been controlled that way. But fire, no matter when or how it is used, is always destructive. It should, therefore, be used infrequently and only when one is reasonably sure that its ultimate effect will be good.

One might as well argue that hatred should always be used against hatred. We know it is the principle of love that is the greater conqueror. An eye for an eye and a tooth for a tooth is the expression of the law of the jungle. Civilization demands something better. The way to drive out disease is to bring in those things that make for health and growth. Darkness disappears, not by fighting it with more darkness, but by bringing in the light. If darkness does not disappear the reason is that insufficient light has been used. All of us know that.

These thoughts came to me recently when I was privileged to sit down with some fellow manufacturers at the Engineers' Club for an after-dinner chat. One of those present told about an experience he had had with one of his salesmen who had been greatly disturbed by a false price list circulated by a competitor that purported to show a comparison in prices which gave the competitor the best of it. The head office quickly sent that salesman a truthful comparative list which he could use when the competitor's list was brought out by a customer.

The salesman was pretty mad and wanted the story told to the trade. As I remember the story, what he actually got from the home office was a letter in which he was told something like this: "What you suggest might be done. But, after the shouting was over, what good would have been accomplished? There are times when a man welcomes the opportunity to take off his hat and coat and punch the living daylights out of some people who deserve a licking. It probably would start the blood circulating (or spilling) and the exhilaration would be satisfying for the time-being. And it would be quite exciting.

"But what about it after the fight was over? The damages would have to be repaired. And, after the crowd that cheered had gone away, those who watched the fight would remember more or less disinterestedly 'a couple of chaps who mixed it up.'

"You may say, 'It is time either to make use of the same sort of competitive tactics, or stop crying because others do.'

"No, Jim, no! You don't mean that. You'd never be content to stoop to such unfair tactics. You are too good a salesman for that. Your product is too good to be treated that way. Your house stands

too high. No matter what competitors do, you have to stand for something better. Even when they are good, you must be better. Certainly, unlike your competitor, you must not surrender to an inferiority complex.”

All that sounds like common sense to me. There cannot be leadership without a price. Part of that price is that one is compelled to meet all kinds of competition. The weak use weak tactics. The cheap use cheap tactics. The crooked use crooked tactics. The pigs grunt. The hens cackle. The birds sing. The cows moo. Sheep bleat. Lions roar. All animals and men manifest themselves according to their individual natures.

Every company must be judged, not by its product alone, but by the quality of its salesmen, its sales methods, its ideals and principles manifested in every form of contact it has with the public. Emerson’s statement must be remembered: “How can I hear what you *say*, when what you *are* keeps thundering in my ears?”



XI

SHOULD EDITORS BE SALESMEN OR TEACHERS?

AS IDEALISTS WE like to think that there is no essential difference between a salesman and a teacher, but as practical observers we must admit that teachers usually work on a higher plane. Teachers themselves think they do.

Arthur Frederick Sheldon used to argue eloquently that every person is a salesman. Preachers, printers, doctors, lawyers, hód-carriers, motormen, linotype operators, policemen, clerks—all are engaged in selling goods or services. He also defined salesmanship as the power to persuade people to purchase at a profit whatever it is you have for sale. A perfect sale results in satisfaction to both buyer and seller. But how many perfect sales are there? Out of the millions of sellers, how many think in terms of service to the buyer? How many in terms of personal profit?

Teaching, on the other hand, is concerned with the mental growth of the pupil, with the enrichment of his spirit. Prof. Alexander Meiklejohn says teaching must not be selling. Teaching, as he sees

it, is initiation into a certain fellowship. This fellowship is defined by certain standards—accuracy, recognition of the meaning of implications, objectivity, and what is commonly called tolerance but is better termed friendship in thinking. This he calls the fellowship of understanding.

Arthur Robb and other experts who concern themselves with the improvement of editorial pages have of late given much attention to a discussion of what has robbed editorials of influence. Their conclusion seems to be that editorials written by men of personality and character still have power to move the minds of millions. Owners of newspaper properties who have vision want editorial writers to seek to initiate their readers into a fellowship of creative citizens, and who use all the power they possess against mere exploiters.

It is probably true, as Henry L. Mencken says, that one reason newspaper editorials lack power is because they are anonymous. "Who said that?" is a question all of us ask. The utterances of public officials have the authority of position. A statement by a man who is governor of a state has great value one day. The next day, when he ceases to be governor, his opinion may be blown away like thistle-down. But a statement by a man who has won his way into the confidence of the public by a lifetime of usefulness is one that commands respect, not because of the official position of the man, but because of the place he has won through his own power of personality and character.

We have often quoted Emerson's saying that "The greatest enterprise in the world for splendor, for extent, is the upbuilding of a man." The most important task confronting newspaper publishers is not the creation of a perfect mechanical plant, but the selection

of editors who are teachers who concern themselves with initiating their readers into a fellowship of citizens who will think seriously about the common problems of our common life.

Many years ago Whitelaw Reid in talking about the things in newspaper publishing that cost the most expressed the hope that eventually the most money would be paid for brains. We know that the future of our own Company depends not alone upon the manhood of those in our organization, but upon the quality of the manhood of the leaders in the printing and publishing field. May there be more teachers interested in the creation of a greater and finer fellowship of understanding.



XII

ALADDIN'S LAMP MAY HAVE BEEN DUTY

TOO OFTEN WE look for some clever, startling, unique way of getting results. Usually we can get better results by doing the easiest, most natural, least spectacular thing. Robert R. Updegraff once wrote a book called *Obvious Adams*. It was about an advertising man who achieved conspicuous success by always doing the obvious. He did the next thing next, and always without fuss. He did not try to be colorful. He thought more about ultimate results than he did about methods.

Usually, when the work of salesmen is analyzed, it will be found that those who are most successful over a period of years are the ones who, as we say, "wear well." They are not exactly drab, but neither do they go around attired in Joseph's coat of many colors. They just go about quietly doing their duty.

One of the best stories showing astonishing results from the performance of a "duty job" was told at a luncheon by Hamilton Holt, president of Rollins College. During the years of the depression,

when money came hard, Mr. Holt and his associate, Mr. Hanna, were out on a collecting tour in New England. They called on those who at any time had made a contribution to Rollins. It was hard work. Such tasks always are.

Near the close of a hot afternoon, they began to perk up and feel better because they knew that by finishing their scheduled calls on time they could arrive at a certain attractive inn where they were sure of a fine dinner and a comfortable bed. The thought of dinner ahead made their work easy. But, as the sun dropped down, they saw they could not reach the inn if they called on a woman who had once given the college ten dollars.

To call on this woman meant an additional twenty-five miles of motoring. Was the call worth making? They argued. They decided it was not and rode along with the comforting thought that in an hour they'd be having a cooling shower at their favorite inn. But when they came to the final crossroads, with the road to the right leading to the home of the small contributor and the road ahead leading to the inn, they stopped the car.

"After all," they said, "we are working for Rollins. We need every dollar we can possibly collect." So, without any more talk, they hastened on the duty road. Arrived at the woman's house they found dinner nearly ready to be served. They could not have come at a more inopportune time. The companion of the woman they had called to see greeted them coldly. She didn't know them. Neither, apparently, did her employer. It was only when Mr. Holt made it clear he was president of Rollins College to which she had once made a contribution that their prospect consented to see them for a few moments.

The refined, rather fragile old lady who greeted them listened without expression to Mr. Holt's sales talk. He says he talked badly because he tried to condense into six minutes a talk that usually was twenty minutes long. He was sure he was wasting his time, but he persisted. When he finished, and almost breathed a sigh of relief, his hostess rose, said "I'll give you a check," walked to a high desk cluttered with papers, wrote a check, handed it to Mr. Holt and then dismissed him impersonally. When Holt & Hanna, collectors, for Rollins, looked at the check when they were outside, they found they had received one thousand dollars.

That autumn when the college year opened one of the guests at Winter Park was their contributor. She had come to see the college for herself. The next summer she gave another thousand. That fall she returned to Florida, but before Mr. Holt could make a call upon her, she died. When her will was read it was found she had left Rollins fifty thousand dollars.

Perhaps, after all, doing one's simple duty may get the most startling results of all.



XIII

“LIGHTS, GO OUT!”

PERHAPS IF WE did not take things so seriously we'd all get along and life would be ever so much more pleasant. Too often we worry and fret and stew and furrow up our brows over problems that if left alone for a while would cease to be problems. A combination of time and laughter and letting-alone will often work wonders.

We happen to know an unusually successful executive who gets some of his best results by apparently running away from trouble. Actually, of course, he doesn't run away. What he does is retreat. To retreat is good generalship. But his way of retreating is so cleverly concealed that only close observers become conscious of his system.

Once when he was visiting one of the European offices of his corporation he ran into a mess of personal difficulties. An important distributor in one of the nearby countries wanted to be independent of the district manager. The two, apparently, could not come to any workable agreement. Their business differences had become personal differences. For the good of the business, however, the two

could accomplish more by working cooperatively. The manager knew that, but the distributor was determined to break loose.

When this problem was dumped into the lap of the visiting executive, he acted as if it were a mere routine matter and suggested that instead of discussing it at the moment they quit all work for the day and become his guests for dinner at a nearby resort. The chief men and their wives were invited.

That night at dinner, with an electric storm hovering over the place, the president looked at the duck on his plate and then turned with a somewhat impish grin to his charming companion, the wife of the obstreperous distributor.

“What is your religion?” he asked.

Taken by surprise, she looked at him and then answered quickly, “Why, I am a Roman Catholic.”

“Are you a good Catholic?” he persisted.

“I try to be,” she answered, wondering what all of this meant.

“If you are a good Catholic,” said the host with mock seriousness, “you probably have influence enough with the heavenly powers to offer up a prayer for a command which will put out all the lights in this place long enough for me to pick up this duck and get the meat off the bones in the easiest possible manner.”

Entering into the spirit of the game, the woman lifted up her hand and commanded, “Lights, go out!” Almost instantly there was a lightning flash and a clap of thunder, something happened to the machinery at the power house, and the room was plunged into darkness. In a few moments the lights came back again. The host pointed to the bones on his plate. Then he and the woman burst into gales of laughter.

Of course the story simply had to be told. The whole company shared in the fun. Other stories were told. The stiffness disappeared. Suddenly, apparently without any effort, everybody present was a friend of everybody else.

The next morning, when the president was about to take his bath, and was thinking about the problems he would have to help solve that day, the distributor came to his room. "Mr. President," he began, "I came this early because I want to tell you that you have no problem with me. I'll do what you want done. If it seems best to you that I continue to work under the manager here, as I know it does, I'll be glad to cooperate fully for the best interests of all of us."

There was more talk, of course. But what had actually happened was that the good feeling generated the night before had worked its magic. The foreign men, hitherto strangers to the president, were so taken by his human qualities that they themselves unbent and ceased being mere businessmen under a strain. They, too, relaxed. What had seemed so important ceased to be big. Half a dozen problems that had seemed so perplexing the day before vanished into nothingness. To retreat quietly and to attack with humor may be the best way in which to solve threatening problems.

This man also refuses to make important decisions at the end of the day. He knows that then he and others are quite likely to be tired. Tired men always magnify the importance of irritating trifles. He, therefore, waits until the next morning. Oftentimes he takes his staff with him to a club in town or into the country. They hold what they call "cow barn" conferences. In neutral places they get results they could not get at their familiar desks.

It is possible, you see, to retreat to victory.



XIV

RULE BY DOMINATION NEVER LASTS

ALL OF US who have watched business organizations over a period of time have learned that rule by domination never lasts. First of all a business grows from small beginnings by filling needs in a manner satisfactory to its customers. Eventually, in obedience to the law of service, the organization grows great and powerful. It may become dominant in its field and its officers may become arrogant. Just at that point it will start its descent.

We remember being greatly impressed by something Dr. Ralph Sockman, the noted New York preacher, said at a chapel meeting at Rollins College. He was talking about Princes and Pioneers. There were two kinds of power, he said. One was "power over" which suggested the prince, and the second was "power for" which suggested the pioneer.

So long as an organization's officials think in terms of pioneering, that organization is safe. It is when they don the trappings of a prince and attempt to manifest their power OVER others that the

end of their success is approaching. The power that counts creatively is the power FOR some useful purpose.

What every great business organization must possess is the spirit of humility. Size is never any assurance of strength. Scientists tell us we need never fear elephants and hippos, but we are endangered constantly by insects and germs. A great organization is not destroyed by the Big Things that are wrong. Usually what robs it of its power are Little Things that are almost invisible.

One destructive element is pride. Humility which thinks in terms of helpful service to others gives way to pride in position, power and profits. The pioneer dies and the prince dons his gem-studded robes and sits upon a peacock throne. Power *over* things is permitted to triumph over power *for* usefulness.

Our own Company has long held its position of leadership. But we are making no mistakes in thinking in terms of domination. Our job, as we see it, is to develop all the power we can for the benefit of you who are our customers. We know that the power we use in your service is power you will all help us to continue to use. For more than fifty years that has been true. We hope to keep it true for the next fifty years.



XV

YOUNG PRINTERS SHOULD READ IT

EVERY YOUNG PRINTER should read the life story of Walter P. Chrysler. Not that Mr. Chrysler ever was a printer, but he always was, and probably continues to be, a great workman. Here is a story of a poor youngster who plunged into work whole-heartedly. He wasted no time fighting for shorter hours, and he never once thought of limiting production. He was determined to make a success of his life, and he had sense enough to know that only those who are great producers achieve conspicuous success. In the beginning he made his own tools. He learned how to fashion things with his own hands.

Not content with what he might learn from his fellow workmen, he took correspondence courses, read books, and wrote countless letters to people who were in position to give him additional information. It was not by mere luck or chance that when he was in his thirties he had charge of millions of dollars' worth of railroad equipment. His was the controlling voice when the Chicago Great Western Railway bought new engines, cars, coal, and other things.

Young Chrysler also had vision. He wasn't just a railroader. He thought in terms of transportation. That's why, with only \$700 in the bank, he borrowed \$4,300 with which to purchase a Locomobile. He bought that automobile, not because he wanted to speed around the country or to show off, but because he wished to take it apart and put it together again over and over, thus learning how the best automobile of that time was made.

Later on he quit a \$12,000 job and took one at \$6,000 a year because he felt there was a greater future for him in the automobile field than in the railroad job with which he had started.

One of the things he learned by experience is that men who receive their technical training in college lack something valuable which he picked up working in the shop. These college trained men, he found, were ineffective when they tried to interpret what they knew and what they wanted done to the rough fellows in the shop. Young Chrysler had, inside himself, the essence of the shopworkers' knowledge and something more. He could get out on the floor of any shop, walk into any roundhouse, and do any man's job with calipers or hammer or turrent lathe. He had not been handicapped at all by the overalls route he had followed.

What this country needs is an increasing number of young fellows who will combine college training with actual work in shops. They should start working with their hands when they are youngsters, just as Walter Chrysler did. His success certainly is a most powerful argument in favor of the apprentice system.



XVI

IN WHICH GROWING THINGS THRIVE

IN A *Harper's* article Hubert Herring tells us that the chief device in education of President William Allan Neilson, of Smith College, is the creation of an atmosphere in which curiosity, excitement, discussion and dissent tumble over one another. The atmosphere which he creates is the clear air in which growing things thrive.

We are also interested in what he has to say about different kinds of college faculties. There is the "house broken" variety. They know when to sit up and beg, when to play dead. Fear rules them. Then there is the insurgent faculty. These are in tumult against an autocratic and small-minded president. At Smith, under Neilson, is a faculty in which teachers of fire and resourcefulness achieve unity through strong leadership.

Possibly the reason we found ourselves intensely interested in this article is because so much of the system used by President Neilson is applicable to a successful business organization. There also is encouraged curiosity, excitement, discussion and dissent. No

person is encouraged to become a “yes, yes” man. The men who get ahead and win promotion, who receive salary and wage increases, are those who help make the company grow by tossing in their ideas.

The best people are those who are dissatisfied with the past. Improvements in machines and methods result from creative thinking done by staff members who think their company should have something different and better. They never dip their colors to mere difficulties.

To the outside public such organizations present a harmonious front. But you should attend some conferences when the arguments fly back and forth, and men get red-faced and vehement in expressing their ideas against the opposition of those who, at the moment, are in disagreement. The ideas of a president can be hammered just as hard as those of any staff member. He may even have to gather up the remnants of a pet project, and retire as gracefully as possible from the scene. Mixed in with all this, though, is much good humor. We suspect that it is fair to say that oftentimes the noisiest argument is for histrionic purposes only.

One result of this policy is an organization kept young and growing. Because we all know a thing is good today is no reason for us to assume that it will also be good tomorrow. We all hope that tomorrow we'll have something better. It is incumbent upon everyone in a business organization to be seeking constantly the one best way of doing things. It must be, therefore, as an Argus-eyed organization. Its executives must travel much, seeking for ideas to help improve both product and service. When they return to headquarters they develop their ideas and observations in an atmosphere “in which growing things thrive.”



XVII

NEW GIANTS ARE GROWING

IN 1935 THERE were 380,000 business concerns that went out of existence. That sounds depressing. But there were 387,000 new ones that came to life. Old concerns are constantly dying off. Aggressive new ones are always coming into existence.

Even in 1932, when leaders in this country were moaning and wringing their hands, 338,272 new concerns started operations. In 1933 there were 344,907 and in 1934 the figure had jumped to 378,680.

The point is, even when the present and future appears darkest, there are always in this country several hundred thousand men motivated by strong ambitions and courage who start new things. They are the true adventurers.

Our country is a quick-change country. How many businesses are there that have been under the constant management of the original founders and their descendants for 100 years? Less than ninety-five.

Apparently we must accept the fact that few businesses survive

under the management of the original members and their families. We must also accept the fact that between 350,000 and 400,000 concerns go out of business each year.

And that brings us to our own business. Also to your business.

Together we face this fact: the most valuable asset in any business is intangible. Money in the bank, securities in vaults, modern factory buildings and offices, the newest equipment—all these are important. But the creative thinking of the management is worth far more than all of these.

The new businesses started are either a menace to our success or they offer us new opportunities. Which they are depends on the thinking we do about them. If they are competitors they may provide the inspiration we have needed to compel us to do what we should have done long before. If they are not competitors they parade before us as an army of potential customers.

Out of these concerns will come the new giants. Many that are struggling along in basements and lofts today will be calling upon engineers to design new plants within a year or two. Those that are using the want ad columns or a few direct-mail pieces to advertise their services and products will be the buyers of full pages in tomorrow's magazines and newspapers and good customers for printers and lithographers.

Our own job is to survive and make profits through usefulness to customers. We are all together there. In that we do not differ at all from the youngsters who are starting in. Their problem is the same. Their chances are no better and no worse than ours. They, too, will win by filling needs.

So, instead of weeping and wailing because we do not approve

of the antics of politicians, let us become realists and accept the truth expressed by Shakespeare: "The fault, dear Brutus, is not in our stars, but in ourselves, that we are underlings."

The 380,000 concerns that went out of business simply surrendered to conditions over which they could not triumph because they lacked the wisdom to fill existing needs at a profit to themselves and with satisfaction to their customers.

The 387,000 concerns that came into the field exist because their owners are thinking creatively, adjusting themselves to conditions that exist today, and are wasting little time fretting over matters over which they have little or no control.

They start with the needs of people. What will enable them to fill those needs most satisfactorily? They see clearly that they need new ideas, new methods, new machinery, new products. They start with what they have where they are. They use what they have to get what they want. They concentrate on filling the wants of their customers. Thus do they justify their existence and thus do they achieve success.

What better can we older concerns do than to follow their example so that we may remain among the giants?



XVIII

INTERDEPENDENCE—THE WARP AND WOOF OF BUSINESS FABRIC

JUST PICTURE the economic improvement that would almost immediately follow if American industry should decide to junk and replace all its machines which had run their full life-course of economic usefulness.

Competent authorities estimate that more than 65% of all the machines now in use are outmoded, obsolete, and many of them depreciated clear beyond further asset value. Their continued use handicaps their users with inefficient production and higher costs. But their continued existence stops the very life-stream of the makers of the machines that should replace this 65% or more of America's equipment of factories and plants. And this stoppage continues unemployment, retards purchasing power, and slows every phase of today's business.

Replacement of old equipment with modern design leads to lower costs and improved product. That's one way to meet increased wage rates and higher taxes. Such a program, in force among

American industries, would further stimulate general consumption all along the line. It would promptly start the wheels of the “capital goods” industries whose present plight and stagnation are largely due to that 65% or more of obsolete equipment in the plants and factories of their customers.

“Who’s to pay and what do we use for money?”—that is the obvious retort in times like these. But the answer is that most of the 65% have already paid their way clear to the end of the path of depreciation and book value. Their extinction wouldn’t make a ripple in industry’s statement. And for new, replacing units credit is plentiful—credit, which is the mainspring of business.

It is stated that the restraint upon such expenditures which has been inflicted by the generally unpopular undistributed profits tax will pass into history before the summer is over. If industry acts now to throw out old equipment, profits earned will accrue toward the retiring of credit extended to facilitate such a program.

Over their economic lifetime most machines used in manufacturing operations have cost their purchaser exactly nothing—that’s true in those soundly administered businesses wherein depreciation and interest on investment are treated as elements of cost. Thus when a unit has lived its useful life its cost has been recaptured, and this is generally accepted accounting practice.

But industry must not err by selling off its old machines. Such *dead* machinery should be completely junked and not disposed of under any circumstances that might lead to its further use. Sold “as is” it becomes the potential medium of destructive competition. Junked upon replacement it cannot come back into commercial use to interfere or compete with soundly operated businesses.

This doctrine applies to all American industries. In the graphic arts field newspaper lineage, periodical and general printing volumes are still below par. Advertising continues to lag. But if all industries were to start a replacement program, that might well be the strengthening of the gigantic circle of inter-dependence which encompasses American business.

So let's preach and practice this policy to start the ball rolling toward better business, more employment and increasing purchasing power. We recently received this suggestion from an engineering company: "Our engineers have requisitioned machinery and equipment which we are now ready to purchase at an estimated cost of over \$150,000.00. It is our thought that perhaps you may have available at this time excess used machines to be disposed of."

To this we replied: "Under our business rules, we do not sell used factory equipment. When the time comes to replace a unit which has outlived its economic usefulness through wear or obsolescence, we consign it to the junk heap where it belongs." We practice what we preach and we firmly and sincerely believe in the soundness of this economic doctrine.



XIX

A DALMATIAN COACH HOUND TEACHES A LESSON

SOME OF US, who are on the receiving end of occasional service protests, may possibly find a novel satisfaction in being in position to transmit protests of our own.

Thus I voiced a particularly heartfelt complaint to my local dairy the other day, soon after moving to my country place for the summer. I like cream in my morning coffee. Imagine how I felt when, on the very first morning after my order had been placed, behold! there was no cream.

The next day the bottle was on the back step O. K. But on the following day, again no cream. Proper protests were made. Then came an unexpected explanation that deflated my swelling anger and made me laugh.

The Dalmatian coach hound, next door neighbor, was discovered on the fourth morning in the act of deftly removing the outer cap from my morning bottle of cream. This handsome animal had learned, not only the gentle art of theft, but also had discovered

how to solve all the mysteries of a double capping of a cream bottle.

Now we have an inaccessible (to dogs) box and the milkman uses it in self-defense.

This experience makes me think that possibly we'd be wise if, instead of blowing the hair off the head of some organization that fails to give us perfect service, we'd take time to investigate, or give the other fellow a chance.

Now the head of the milk company intended to give me good service. The system of delivery was satisfactory in most places. But how in the world could he figure on the Dalmatian's distressingly low moral character?

Like others who let out angry yelps when they don't get what they want, when they want it, I was all set for further outbursts to the milk company's president. However, as I said, before I had a chance to make a fool of myself, the real culprit was discovered.

Now let us assume, for the sake of argument, that instead of the coach hound it was the man who was hired to deliver the milk who was at fault. All of us who are heads of businesses, and are supposed to have the wisdom of executives, know that no matter what care may be used in hiring, the best milk company may employ an inefficient delivery man.

That goes for all other companies, too. Usually, though, even an inefficient delivery man is inefficient only occasionally. We refuse to give him deserved credit for the countless times he does the right thing, but we erupt, like Vesuvius, when, at rare intervals, he does the wrong thing.

The occasional mistakes made by employees of any company, while irritating, are really not of the first importance. What really

matters is the spirit of the organization and the 99 per cent efficiency which, through the years, we may count on receiving.

Heaven knows our organization wants to give flawless service to our customers. We want to contribute, not only to their profits, but also to their comfort and happiness. No outsider can possibly know the hours we spend trying to perfect our product and services.

However, with all our care, and with all our good intentions, a shipment, at rare intervals, may go wrong. Or a letter may rasp unintentionally. Or an order may be misinterpreted.

Whether we are at fault, or whether some Dalmatian coach hound has been at work, we certainly want such mishaps called to our attention. But, doggone it, we don't get any fun at all out of letters written by folks who are as mad as I was that third morning when there was no cream for my coffee. Anyway, I'm going to remember the next time I'm tempted to kill, or least to maim, the head of some concern that fails to give me satisfactory service, that there may possibly be a Dalmatian coach hound in the neighborhood.



XX

LET US MAKE CHRISTMAS LAST TWELVE MONTHS

CHRISTMAS TIME is known to everybody as the giving time of the year. When Christmas comes we all feel more generous. We think in terms of giving. We plan how we can make others happy by some gift. We write special letters in which we express best wishes and affection. We want everybody to be happy. More than that, we want a share in making people happier. Nothing is more fun than picking presents off a Christmas tree and handing them out to delighted recipients.

Why shouldn't we keep alive that spirit all through the year? If we had any real sense we would. We have all noticed that some men seem to have an unlimited amount of energy and carry rather jauntily burdens that would break the backs of ordinary workers. They work their magic by being great givers.

Take two workers in an organization. One limits his giving by the wages he is paid. He insists on being paid instantly for what he does. That shows he is a man of limited imagination and intelligence. The

other is a natural giver. His philosophy of life compels him to make himself useful. He knows that if he takes care of other people's problems they will be forced to take care of him for their own selfish purpose, if for no other.

The great giver is given much. Nature abhors a vacuum. The giver is always trying to empty himself. Nature refuses to allow that to happen. The more he gives, the more he is given. A muscle is developed by the eating of nourishing food and the taking of proper exercise. Food is always furnished the worker who has demonstrated that he loves to exercise in the service of others.

What is true of an individual is also true of an organization. A great corporation, animated by the Christmas spirit of giving, led by executives who think in terms of increasing the happiness-moments in the lives of those with whom they come in contact, soon finds itself supported by the good wishes and friendly helpfulness of thousands of customers. Such an organization goes forward with confidence, free of fear thoughts, serenely sure of being cared for by the laws of nature.

This brochure is set in CALEDONIA, a new face designed expressly for Linotype by W. A. Dwiggins, the designer of the Linotype Metro Family and Electra. CALEDONIA stems from the William Martin-Bulmer era but is in no sense a copy of the Bulmer face, nor is it a refinement of Scotch Modern, though it has elements of each in its letter forms.



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